

National Security Industrial Association
Sheraton Park Hotel
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Draft Remarks

As a military officer, I long admired the considerable effort of this association to ensure good communications between the military and American industry on national security issues. As an intelligence officer, vitally concerned with those same issues, I appreciate your kind invitation to be with you tonight, and the opportunity to contribute to that dialogue.

I would like briefly to tell you about some of the changes which are occurring in the Intelligence Community today; some of the initiatives we have taken, particularly as they relate to the American business community; and ask your assistance in helping us solve some problems which, if they cannot be solved, will affect us both adversely.

There are a number of similarities between the United States Intelligence Community and most American business corporations. We in intelligence have two main operating divisions: one to acquire the materials that are needed to produce our product; and the other to actually do the production which is, of course, providing a service to our nation's foreign policy decisionmakers. The collection division in our business might be likened to the purchasing department in yours. It acquires our sole raw material - information - information about what is happening in other countries and how that may affect the United States.

Once this raw material is acquired, we turn it over to the second operating entity, the production division, which is responsible for actually turning out a written analysis or estimate of a situation for the President or other policymakers. The objective is to help them make more informed decisions on behalf of all of us.

Let me say a few words about those two operating divisions -- collection and production -- and highlight some aspects of each which, I believe, are most relevant to your interests.

One of the greatest strengths of the American Intelligence Community is its ability to collect the information which is needed, when it is needed. I could not say that with such confidence if it were not for the incredibly sophisticated and effective technical collection capabilities which your companies have developed for us over the years. In the use of technology for intelligence collection, American ingenuity has put us clearly ahead of the Soviet Union. There is just no question that American intelligence technology is the best in the world and for that we are very grateful to you and very dependent upon you.

Interestingly, the very success that you have provided us in collecting data has generated a subsidiary problem. This is that the quantity of information available through our advanced technical systems today almost threatens to swamp us. We are constantly working to find ways to process and analyze these large quantities of raw data effectively. We are working hard on this with the help of many of you as well, but much remains to be done.

Going back to my look at our operating division for collecting intelligence, I want to point out that a year and one-half ago I established a vice president for this operating division. Previously, the responsibility for collecting intelligence was spread across several agencies of the Department of Defense and the Central Intelligence Agency. Each operated with its own priorities and special areas of concern. Today we have a single individual who is responsible for managing and tasking all of the collection assets of our nation's intelligence community. Today, then, I can turn to one individual for advice and support in this critical area. I happen to believe that our most pressing need in the area of collecting intelligence is to be able to bring good teamwork to bear in tackling any particular problem and that is the job of this vice president for collection. In short, because of the immense capabilities of the technical systems themselves, we have to worry less about what they can do and more about whether we are applying them properly to the problems at hand. The most successful intelligence collection operations are those in which we deliberately orchestrate our variety of collection capabilities so that where one system is weak we bring another to bear that has complementary strength.